
Staff Management in the Decentralized Communities of the District of Bamako

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Abstract

This manuscript aims to explain the staff recruitment process in the decentralized communities of the District of Bamako and the impact of staff on their management. Achieving the objective necessarily involves answering the following questions: what is the staff recruitment process in the decentralized communities of the District of Bamako? Does the personnel of the decentralized communities of the District of Bamako allow to improve their public management? It is for us, to choose the quantitative method to validate or invalidate the hypotheses. We opted for surveys as the data collection strategy. For this quantitative research, the selection of our sample is made by the non-probabilistic method and the reasoned choice technique. It should be noted that our sample is made up of seven local authorities in the District of Bamako. Out of a sample of forty-nine managers questioned, thirty-two of them answered the questionnaire. The data were subjected to descriptive bivariate analysis accompanied by chi-square tests. The main results thus obtained show that the staff recruitment process for the decentralized communities of the District of Bamako is inadequate and that it is the cause of the poor quality of the staff. Our results also indicate that the management of personnel in the decentralized communities of the District of Bamako does not promote the improvement of local management to the extent desired.

Keywords: Recruitment; process; decentralized communities; staff; District of Bamako

Introduction

he decentralized communities of the District of Bamako, like the other communities, are legally responsible for managing economic, social and cultural development since 2002 (Ballo, Diabaté and Guindo, 2022). To do this, the State must provide them with a gradual transfer of skills and the necessary financial resources in order to support capacity building, governance and local management. In this sense, Law No. 93-008 amended by Law No. 96-056 of October 16, 1996, determining the conditions for the free administration of local authorities, provides that "any transfer of powers to a community must be accompanied by the concomitant transfer by the State to it of the resources and means necessary for the normal exercise of these powers" (Laws and Decrees of decentralization in Mali, 6th Edition 2009).

In this respect, competence being the legal capacity given to an organ, a structure, a person in charge to act legally in a field or in a given way, derives from the law. It is also defined as a set of knowledge, know-how, knowing how to be observed and measured, allowing a person to perform tasks or a set of tasks in an appropriate manner. For a public authority or a court, it is the legal competence to perform an act or to instruct. The transfer of skills as such has three aspects (BALLO, 2022) :

Remove the legal basis for state management in a field of activity;

Legally organize the taking over of this skill by the new recipient;

Transfer assets, resources and personnel assigned to the function.

The personnel of the communities according to Laws and Decrees of the decentralization in Mali, 6th Edition 2009, can include:

State agents on secondment;

Agents covered by the staff regulations of local authorities;

contract agents.

Any recruitment of staff by a local authority must be provided for and authorized by its budget.

However, the recruitment process for the staff of the decentralized communities of the District poses enormous problems in terms of effective and efficient management of human and financial resources. These problems are still unresolved in the communes of the District and result in part from the following factors:

The desire of local elected officials to recruit agents by affinity;

Unforeseen recruitment in the municipal budget;

Recruitment of agents unsuited to needs.

In this article, our objective is to kindly explain the staff recruitment process in the decentralized communities of the District of Bamako and the impact of the staff on their management.

To achieve the objective of this manuscript, our problematic revolves around two fundamental questions, namely: what is the staff recruitment process in the decentralized communities of the District of Bamako? Does the personnel of the decentralized communities of the District of Bamako allow to improve their public management?

In this research work, we first seek to conduct exploratory qualitative research and (secondary) documentary research, then quantitative research advocating verification or non-verification in the field (Ballo, Diabaté and Guindo, 2022).

In this article, we seek to diagnose the process of recruiting agents in an organization first and secondly, to look at the management of human resources in the organization.

In order to provide elements of an answer to this problem raised above, our research will be structured as follows: the first part is devoted to the review of the literature on the recruitment process and the role of personnel in the management of organizations, The second part deals with the research methodology, while the third part highlights the results and the discussion of the research.

1. Literature review

It is important for any organization to recruit and manage agents to improve their management.

At this level of research, this paper is devoted to the process of recruitment to the management of human resources in organizations.

1.1. Staff recruitment process in an organization

Any entity wishing to formally define the type of personnel and skills it needs or will need in the near future must implement a personnel recruitment and management policy.

Recruitment is the set of actions of the organization to attract candidates who have the skills and aptitudes corresponding to the position to be filled.

Called staffing or acquisition of human resources, “recruitment is also the set of operations that precede and prepare for hiring. It is a process that consists of choosing between various candidates for a job that has been deemed useful to create, maintain or transform” (Nadia and SOUROUR, 2015).

Of all the existing functions of an organization, the human resources function is certainly one of the most important, because it allows not only to recruit qualified and competent personnel, but also to manage. It also has the role of watching over human resources in order to enable the organization to be efficient. To do this, it must adopt an adequate, efficient and effective recruitment process.

The recruitment process is an essential element of the organization's human resources policy; it can indeed influence in completely opposite directions the state of a unit's human potential (Martory and Crozet, 2016).

Recruiting is therefore a very strategic decision for any entity whose inopportune recruitment could have serious consequences on its performance, or even threaten its survival. So, it is a delicate strategic task that conditions the performance of organizations (Debray, 2021). Thus, any need for recruitment must be expressed by specifying the profiles, skills, positions and tasks to be performed. Its success depends on its preparation until the outcome of the recruitment process. The organization must therefore put recruitment tools in place such as the job interview, the written and oral test to find out the skills and motivations of the applicants for the positions offered.

Once recruited, employees of the entity must have the skills required for performance improvement.

In the light of this literature review, we formulate the following hypothesis: The recruitment process for decentralized authorities in the District of Bamako is inadequate.

How can we make the recruitment process for decentralized authorities more flexible?

The next step in this document is to shed some light on an organization's human resource management.

1.2. Human resource management of an organization

Today, Resource management aims, among other things, to match human resources to the needs of organizations. It is therefore a function of the organization.

The “human resources (HR)” function is at the heart of discourses and practices within the firm (Cadin, Francis and Frédéric, 2012) or an organization in our daily lives. Over the decades, it has become more organized and sees its status evolve, its missions increasingly broadened, its responsibilities more important and essential and its activities more extensive than before.

Notwithstanding, this function is no longer considered as a simple function with the objective of recruiting staff, drawing up employment contracts, drawing up payslips or even making the choice of dismissal for this or that reason. It is rather considered as a function of a strategic nature, which deals with the supervision and management of the human potential of the organization such as recruitment, staff evaluation, training, preventive and forecast management of jobs. And skills, remuneration and career management, of course, it should be emphasized that its role is decisive and has a decisive impact on the social environment of an organization. Adding to this, due to economic, technological and above all social and cultural developments, companies, especially the largest of them, are faced with enormous challenges in terms of human management and leadership. Drucker (2005) specified that the style of men's management directly influences the performance of organizations (economic and social), it is an indicator of the power to retain qualified employees.

However, the human resources function remains at the heart of all managerial practices within organizations. It is getting organized and sees its status evolve and its responsibilities become more and more important and more critical. However, this function is no longer considered as a simple department whose role is to recruit staff, establish pay slips or even choose to be dismissed for this or that reason. It is rather considered as a function of a strategic nature, which deals with the supervision and management of the human potential of the organization such as recruitment, staff evaluation, training, forward-looking management of jobs and skills, remuneration and career management. It is actually considered as a discrepancy between the role that human resources management should occupy and the place it actually occupies: a gap between practice and theory is essential (Emery, 2011).

Given its importance, it is necessary for us in this article to define human resource management. Thus, managing personnel means making strategic choices, ie defining options that commit the unit in the long term, at the level of general management and personnel. They mainly concern (Martory and Crozet, 2016):

- 1) Employment policy: Choice of level of qualification, capital-labour substitution, allocation of men;
- 2) Remuneration and benefits policy;

- 3) The organization and transmission of power: determining and enforcing the standards governing the activity of personnel in the organization.

In this respect, it is a question of managing the human resources of the organisation. Thus, human resources play an essential role, even essential within any organization and its operation must allow the achievement of the objectives. Therefore, human resources must have the knowledge, skills and experience required. They constitute, then, the linchpin of the organization. They must also allow the improvement of the performance of the organization. To do this, good management of human resources within the organization is necessary. It now occupies a prominent place in the organization. To this end, it has been defined by Cadin (2007) in these terms, "Human resources management is the set of activities that allow an organization or a company to have human resources corresponding to its needs in quantity. and quality". It is indeed, a major concern for any organization, for any leader, that it is a question of reducing the cost of work in order to improve in an effective and efficient way their management. Nabil and Habib, (2022) meanwhile, "human resource management has an important role and effect in improving the profitability and performance of companies, so that they are competitive and guarantee their development". Therefore, a good management allows the improvement of the performance of the organization.

In the light of the foregoing, we formulate the second hypothesis which is as follows: The management of the personnel of the decentralized communities of the District of Bamako would have an unfavorable impact on their management.

This ends the first part and gives way to the second part devoted to the research methodology.

2. Research methodology

This brings us to a very important aspect of this scientific work, namely research methodology. Like all scientific research, we have tried to understand the process of recruitment and management of personnel in the management of decentralized communities in the District of Bamako.

Here, we are seeking to gain a better understanding of the recruitment and management of personnel in the management of decentralized authorities in the District of Bamako. To this end, we have adopted the following approaches.

2.1. Research model

One of our concerns is to answer the following questions: what is the staff recruitment process in the decentralized communities of the District of Bamako? Does the personnel of the decentralized communities of the District of Bamako allow to improve their public management? The confirmation or invalidation of the hypotheses retained for this manuscript depends on the answer to the questions posed. To carry out his research, the researcher has several methodological approaches (Ballo, Diabaté and Guindo, 2022).

To this end, he asks himself the question of which approach to adopt to conduct his work? We thus proposed to choose the quantitative method which recommends a confirmation or

invalidation of the hypotheses on the ground. As a result, data collection was the subject of a quantitative approach (Ballo Bagayoko, Guindo and Berthé, 2021).

Yin (1994) offers researchers the possibility of choosing between five research strategies: experiments, surveys, analysis of archives, historical studies, case studies. We opted for surveys, interview guides and task analysis grids as a strategy to validate or invalidate our hypotheses. Data collection using a questionnaire is the most common mode of collection in quantitative research, while qualitative research favors interview and observation (Ballo Bagayoko, Guindo and Berthé, 2021).

Our analysis focuses on personnel management in the decentralized communities of the District of Bamako, this justifies our choice to use the questionnaire as a method of data collection. We have opted for the six municipalities of the District of Bamako plus the District itself, this broadens our parent population basically composed of mayors and their deputies in charge of finance and personnel, secretaries general (SG), heads of administrative and legal services (CSAJ), heads of financial and accounting services (CSFC), budget officers.

2.2. Sampling

Our sampling was done by right choice in a parent population made up of mayors and their deputies in charge of finance and personnel, secretaries general (SG), heads of administrative and legal services (CSAJ), heads of financial and accounting services (CSFC), budget officers (CB). The necessary information is held by these managers. According to Thiétart (2007), “a sample constituted by reasoned choice is made according to theoretical criteria where the judgment of the researcher determines the criteria.

We have chosen as criteria the main decision-makers and workers of these communities. A questionnaire was sent to these managers, in all forty-nine people (49). The survey is being carried out in 2023 and thirty-two (32) managers responded to the questionnaire (Table 1).

Table 1: Sample

Mayor	Deputy mayor	SG	CSAJ	CFSC	CB	Total
3	5	6	6	6	6	32

Source: Author

As mentioned above, the necessary information is held by these managers. We chose surveys by sending questionnaires to managers, as a strategy to confirm the stated hypotheses. The data collected was subjected to bivariate analysis using chi-square tests. These analyzes were performed using the Statistical Package for Social Sciences (SPSS) version 21 software.

3. Results and discussion

Section 3 of the manuscript deals with the results of the data and discussions of the results.

3.1. Data results

We are going to highlight the chi-square tests for the confirmation or invalidation of the hypotheses retained. For the validation of the hypotheses retained, we carried out a descriptive bivariate analysis accompanied by chi-square tests.

3.1.1. Data analysis for the validation of hypothesis 1

Chi-square tests were carried out through crossfire for the confirmation or invalidation of hypothesis 1 entitled "the staff recruitment process for the decentralized communities of the District of Bamako would be unsuitable".

Table 2 illustrates the intersection between recruitment mismatch and recruitment forecast.

Table 2: Intersection between recruitment mismatch and recruitment forecast

Indicators		Recruitment Forecast		Total
		Yes	No	
Recruitment mismatch	Yes	5	21	26
	No	5	1	6
Total		10	22	32

Source: Survey data

It emerges from the analysis that twenty-six respondents believe that recruitment is unsuitable. Among them, only five find that recruitment is not planned. This may have negative consequences on the performance of organizations. In this regard, Table 3 shows the corresponding chi-square tests.

Table 3: Chi-square tests between recruitment mismatch and recruitment forecast

	Value	DOF	Asymptotic significance (two-sided)
Pearson's chi-square	9.324a -	1	0.002

Source: Survey data

Table 3 presents a very significant result (Chi-square = 9.324, Ddl = 1, P = 0.002). We emphasize that there is a strong dependence between inadequate recruitment and unpredictable recruitment.

We therefore note that the recruitment of agents in the decentralized communities of the District of Bamako is inadequate and that recruitment is not done in a provisional manner in the said communities.

Table 4 announces the crossfire between recruitment inadequacy and recruitment by affinity.

Table 4: Crossfire between recruitment mismatch and merit-based recruitment

Indicators		Recruitment by merit		Total
		Yes	No	
Recruitment mismatch	Yes	7	19	26
	No	5	1	6
Total		12	20	32

Source: Survey data

The table above reveals the following results: twenty-six people report that recruitment is unsuitable, among them, nineteen respond that recruitment is not done on merit.

We note in this regard that recruitment is done by affinity, which will prevent communities from achieving their objectives effectively and efficiently.

The decentralized communities of the District of Bamako must make a recruitment according to the need and by merit.

Table 5 presents the corresponding chi-square tests.

Table 5: Chi-square tests between recruitment mismatch and merit-based recruitment

	Value	DOF	Asymptotic significance (two-sided)
Pearson's chi-square	6.619a -	1	0.010

Source: Survey data

Table 5 shows a very significant result between the two variables: Chi-square = 6.619; Ddl = 1, P = 0.010. The value of P is less than 0.05. Thus, recruitment mismatch is associated with the variable "recruitment by affinity".

In the light of the foregoing, we note that the recruitment of agents in the decentralized communities of the District of Bamako is not done in a provisional manner, that agents are recruited by affinity and often not by merit, and that recruitment is unsuitable.

These findings are bitter and can have serious consequences in the management of decentralized communities.

All these observations militate in favor of our hypothesis 1 which stipulates that "the process of recruiting the personnel of the decentralized communities of the District of Bamako would be unsuitable".

It would be wise for us to confirm or refute hypothesis 2 of the research document.

3.1.2. Data analysis for the validation of hypothesis 2

We carried out chi-square tests through crossfire for the confirmation or invalidation of hypothesis 2 which is entitled "the management of the personnel of the decentralized communities of the District of Bamako would have an unfavorable impact on their management".

Table 6 highlights the intersection between the inefficiency of personnel management and the existence of an organic framework.

Table 6: Intersection between the inefficiency of personnel management and the existence of an organic framework

Indicators		Existence of organic framework		Total
		Yes	No	
Staff management inefficiency	Yes	12	14	26
	No	0	1	6
Total		12	20	32

Source: Survey data

According to this table, twenty-six officials replied that there is management inefficiency in the decentralized communities of the District of Bamako. Among them, fourteen confirmed that there is no organic framework in the decentralized communities of the District of Bamako.

The chi-square tests for this cross can be found in Table 7.

Table 7: Chi-square tests between the inefficiency of personnel management and the existence of an organic framework

	Value	DOF	Asymptotic significance (two-sided)
Pearson's chi-square	4.431a -	1	0.035

Source: Survey data

Table 7 reveals the following result: Chi-square = 4.431, Ddl = 1, P = 0.035. The value of P is less than 0.05. The difference between the two variables is significant. This means that good personnel management and the non-existence of an organic framework are associated.

It should be noted that the absence of an organic framework leads to poor personnel management, therefore, no good management in the decentralized communities of the District of Bamako.

Table 8 shows the crossfire between personnel management inefficiency and performance improvement.

Table 8: Intersection between personnel management inefficiency and performance improvement

Indicators		Performance improvement		Total
		Yes	No	
Staff management inefficiency	Yes	4	22	26
	No	6	1	6
Total		10	22	32

Source: Survey data

It emerges from this analysis that only four people among the twenty-six surveyed having authenticated the inefficiency of personnel management affirmed that personnel management in

the communities of the District of Bamako allows the improvement of performance. Their chi-square tests are given in Table 9.

Table 9: Chi-square tests between the inefficiency of personnel management and the existence of an organic framework

	Value	DOF	Asymptotic significance (two-sided)
Pearson's chi-square	16.2468a	1	0.000
	-		

Source: Survey data

Table 9 presents a result that is very significant statistically: Chi-square = 6.2468; Ddl = 1, P = 0.000. The value of P is less than 0.05. The interpretation of the results indicates that there is a dependence between the “personnel management inefficiency” variable and the “performance improvement” variable. These results sufficiently prove that personnel management does not promote performance in the decentralized communities of the District of Bamako.

In view of the foregoing, we note that the management of personnel in the decentralized communities of the District of Bamako is inefficient, that there is no organic framework, and that the management does not make it possible to improve the management of these communities. These results confirm hypothesis 2 of the manuscript which states that “the management of the personnel of the decentralized communities of the District of Bamako would have an unfavorable impact on their management”.

3.2. Discussion of results

The results obtained from the analysis of the data corroborate that the recruitment of agents in the decentralized communities of the District of Bamako is inadequate and that recruitment is not done in a provisional manner in the said communities. It also emerges from the analysis that the recruitment of agents in the decentralized communities of the District of Bamako is not done in a provisional manner, that agents are recruited by affinity and often not by merit, and that recruitment is unsuitable. These results go in the opposite direction to those of (Nadia and sourour, 2015) who say the following: "Called the staffing or acquisition of human resources, recruitment is also the set of operations that precede and prepare the hiring. It is a process which consists in choosing between various candidates for a post of employment which one judged useful to create, to maintain or to transform". Communities must adopt an adequate, efficient and effective recruitment process to recruit qualified and competent personnel.

The results also reveal that personnel management in the decentralized communities of the District of Bamako is ineffective, that there is no organic framework, and that management does not improve the management of these communities. Staff management must allow performance improvement. This is why, Nabil and Habib, (2022) find that "human resource management has an important role and effect in improving the profitability and performance of companies, so that they are competitive and guarantee their development ". So our results do not converge to their results. Consequently, the management of the personnel of the decentralized communities of the District of Bamako would have an unfavorable impact on their management.

Conclusion

The decentralized communities of the District of Bamako administer themselves freely, they have financial autonomy and accomplish their development mission (Ballo, Soumaïla Moulaye and Maïga, 2023). As a result, they deliberate on the creation and management of communal public services. To do this, depending on the need, they can recruit agents. For better management, these communities must focus on personnel management. The objective of this paper is to explain the staff recruitment process in the decentralized communities of the District of Bamako and the impact of the staff on their management. It appears from the results that the recruitment of agents in the decentralized communities of the District of Bamako is not done in a provisional way, that the agents are recruited by affinity and often not by merit, and that the recruitment is unsuitable. The results also reveal that personnel management in the decentralized communities of the District of Bamako is ineffective, that there is no organic framework, and that management does not improve the management of these communities.

Like any human work, this manuscript also has limitations. During its development, we encountered some limitations that we will mention. For this reason:

First, we have chosen a sample that is slightly smaller, this choice has not been the subject of a statistical method. Secondly, access to the people chosen in our sample was very difficult, thus delaying the progress of the work. Third, not all interviewees responded to the questionnaire sent out. Fourth, the data was subjected to a descriptive bivariate analysis accompanied by chi-square tests (Ballo, Diabaté and Guindo, 2022).

We also note that this article also has contributions:

- (1) Managerial contribution: our results help the heads of the decentralized communities of the District of Bamako to place a very particular emphasis on personnel management, in order to improve their management;
- (2) Theoretical contribution: this research enriches the existing literature on the management of human resources in decentralized communities;
- (3) Methodological contribution: This work brings a plus in the expansion of the quantitative method.

For future research, it would be wise to use the same land while integrating all the decentralized communities of Mali. It would also be interesting to widen the size of the sample for the generalization of the results.

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